



# US Army Space & Missile Defense Cor

**MISSION**  
Provide Space and Missile Defense Capabilities for the Warfighter and the Nation by:

- Serving as the Army's specified proponent for Space and National Missile Defense (NMD)
- Integrating operational Theater Missile Defense (TMD) for the Army
- Commanding and controlling Army Space and National Missile Defense forces as the Army component to USSPACECOM
- Articulating Army requirements for joint programs for Space and Missile Defense
- Developing technology, experimenting, testing and fielding "assigned" Space and Missile Defense systems
- Operating national test and range facilities: U.S. Army Kwajalein Atoll and High Energy Laser Systems Test Facility

**VISION**

A diverse team of dynamic soldiers and civilians providing essential space and missile defense capabilities to protect U.S. national interests and to ensure the world's best Army, as part of a joint team, achieves full-spectrum dominance—describes USASMDC now and in the future.

**VALUES**

**Loyalty:** Bear true faith & allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

**Selfless Service:** Put the welfare of the Nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what's right; legally and morally.

**Personal Courage:** Face fear, danger, or adversity (Physical or Moral).

**STRATEGIC GOALS**

**SPACE:** Deliver World-Class Space Support to the Warfighter and National Space Interests.

**NMD:** Provide the Nation with a Credible National Missile Defense (NMD) System.

**Performance Evaluation**

Recognizing the enduring nature of change, the imperative of mission accomplishment and the need for an integrative and holistic approach to performance evaluation, SMDC will embark upon a three-phased implementation of the Army Performance Improvement Criteria (APIC) command-wide beginning in October 1999. The Army elected to develop and implement the Criteria in 1995 as its unifying management assessment framework with the goal of improving the overall effectiveness and efficiency of all Army organizations. Closely linked to the President's Quality Award Criteria and the Malcolm Baldrige National Quality Award Criteria, the APIC will:

- Improve performance practices and capabilities
- Facilitate communications and sharing of best practices information among organizations
- Serve as a working tool for understanding and managing performance, planning and training throughout SMDC

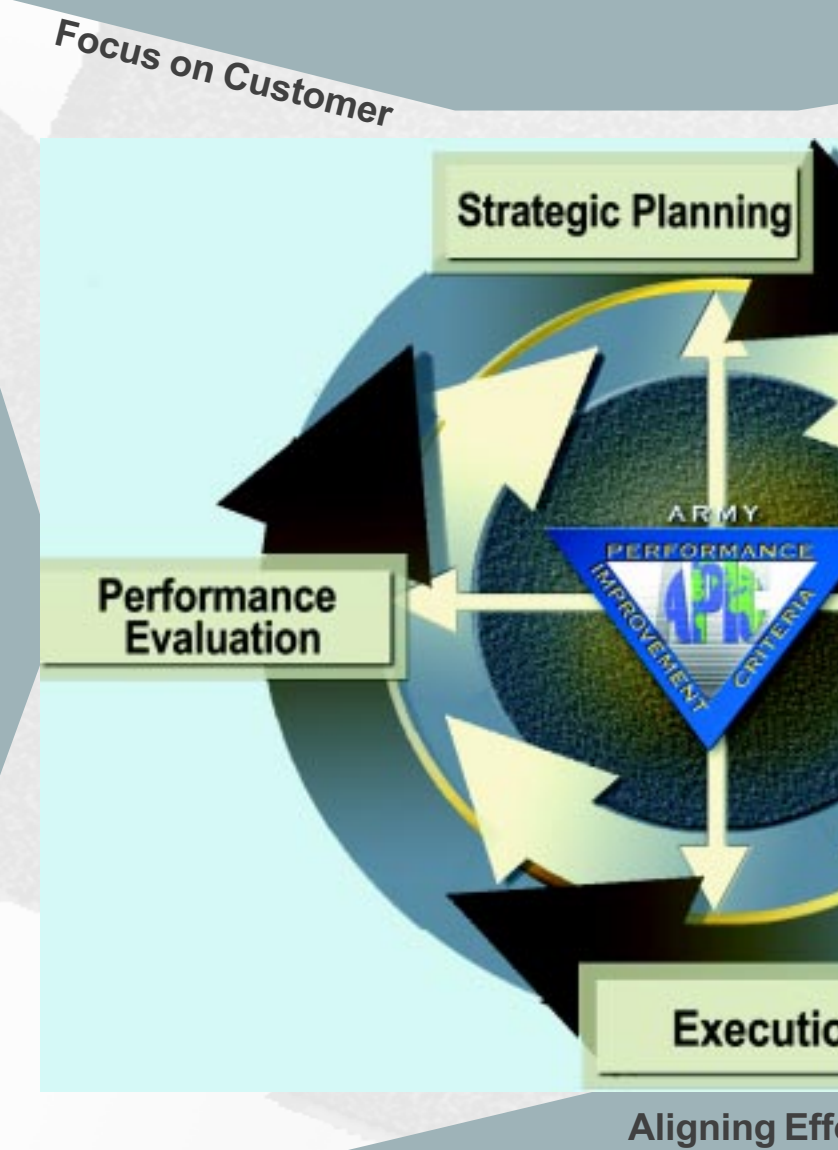
**Phase 1**, the Assessment Phase will capture and assess current performance. The objectives of Phase 1 are:

- Establish a baseline performance level from which to improve
- Train leaders and data gathering teams to use the diagnostic systems methodology offered by the criteria
- Identify gaps in performance and improvement targets and write an assessment report

**Phase 2** will focus upon cascaded and documented training on key areas to develop an improvement foundation for all facets of the command. The objectives of Phase 2 are:

- Define and prioritize customers, stakeholders and suppliers
- Identify products, services and the competitive environment
- Refine objectives, strategies, measures and targets based on a thorough gap analysis

**Phase 3** will involve achieving "Best in Army" outcomes through process mapping, benchmarking, survey diagnostics, prioritized improvement projects and strategy and systems performance refinements.



**Survey Diagnostic Objectives:**

- Refine or augment existing customer measurement systems
- Develop internal and external customer "listening posts"
- Develop an organic capability to manage diagnostics
- Coordinate with senior leaders to secure on-going support

**Process Mapping Objectives:**

- Define "as is" process flow, interactions and measures
- Identify roadblocks and redundant or "excessive wait" points
- Develop "to be" model and prototype implementation plan
- Coordinate with senior leaders to secure ongoing support

**Benchmarking Objectives:**

- Build upon process mapping to target "Best of Army" levels
- Learn how to conduct secondary benchmarking research
- Prepare and conduct limited primary benchmarking
- Coordinate with senior leaders to secure ongoing support

- Strategic Action Plans
- Communication Action Pla
- Budget & POM
- Investment Strategy addre in Ends (strategic goals and c and Means (resources)

**EXECUTION**

Execution is the difficult part of any operation. Up to this point, the st on planning and developing processes to synchronize the organization and do the work, execute actions and produce required products. Ac and execute specific actions and tasks in support of SMDC's strategic

SMDC's investment strategy, using a baseline investment assessment will provide specific investment guidance, objectives and priorities to overall purpose of this effort is to align SMDC's means (resources) wi

# Command's Strategic Management Process

## SPACE

### Command Objectives:

- Establish Space as an integral component of Army and Joint training, exercises and operations.
- Strengthen SMDC's role as the Army proponent and integrator for Space both within the Army and within National, DoD, Joint and commercial Space communities.
- Plan, develop, experiment, test, and transition technology for Space applications.
- Successfully field, operate, and sustain Space capabilities.

## NMD

### Command Objectives:

- Strengthen SMDC's role as the Army proponent for NMD within the Army and the Joint community.
- Plan, develop, experiment, test and integrate advanced technologies into NMD systems/capabilities.
- Execute the Army's mission to field, operate and sustain ground-based components of NMD.
- Define, obtain, and manage sufficient resources to meet current and future ground-based NMD requirements.

## Workforce

### Command Objectives:

- Recruit, train, develop, retain and recognize our dedicated and competent workforce in support of command missions.
- Sustain a positive and responsive command environment characterized by cooperation, open communication and effective coordination.
- Provide the resources, information technology, adaptable organizational structure, and streamlined work processes to support a customer-oriented, responsive and productive team.

## TMD

### Command Objectives:

- Effectively execute role as Army's overall integrating command for TMD.
- As Army lead in Joint TAMD, ensure the Army's requirements are represented in joint environment.
- Plan, develop, experiment, test and transition TMD technologies.
- Define, obtain and manage sufficient resources to meet TMD requirements.

**MD: Provide the World's Foremost Integrated Theater Missile Defense (TMD) System to protect the Warfighter and other National Interests.**

**WORKFORCE: Enhance Workforce Excellence to Ensure Continued U.S. Leadership in Space and Missile Defense.**

Continuous Improvement

Implementation

### Implementation Keys:

- Provide feedback to subordinates
- Ensure MSE & Staff goals, strategies, objectives, and actions support the Command's goals, strategies, and objectives
- MSE strategic action plan briefs to CG - 1Q FY00
- Cross walk actions & tasks to the SMDC Strategic Plan

### Investment Strategy:

- Investment Strategy Concept - Sep 99
- Near term focus - FY 00 Budget - 30 Oct 99
- Long term focus - Aligning and focusing resources to achieve SMDC strategic goals and objectives - 30 Mar 00

### Strategic Communications:

- Strategic Communications Campaign Plan (SCCP) Training - Sep 99
- Publish SCCP - 30 Sep 99
- Develop Strategic Communications Calendar - Oct 99
- Establish Strategic Communications Working Group - Oct 99
- Develop & Execute Communication Action Plans - beginning Oct 99

## IMPLEMENTATION

Successful implementation of the strategic plan requires the commitment of every member in the organization. Leaders must provide feedback to subordinates so they know where the organization is in the strategic planning and management cycles and how the organization is progressing. Each person must understand how they contribute to accomplishing SMDC's Mission and achieving SMDC's Vision, Goals and Objectives.

SMDC's strategic plan provides the framework and focus for everything the command does. Strategic action plans developed by the MSEs and the Staff directly support the achievement of SMDC goals and objectives. In developing their action plans, MSEs and the Staff will also identify, for possible elimination, actions and tasks that do not directly support SMDC strategic goals or objectives. MSE Action Plan Briefings to Lt. Gen. Costello, planned for 1<sup>st</sup> Qtr, FY 00, provide MSE commanders and directors the opportunity to cross walk their actions and tasks to the SMDC Strategic Plan.

**SMDC's investment strategy** has two purposes; provide a rational basis to guide the command's resourcing, budgeting and programming efforts for the upcoming year, and to align and focus resources over the long term to achieve SMDC strategic goals and objectives. Our investment strategy will be based on a comprehensive assessment of how the command allocates resources (people, funds, and facilities and equipment) toward the achievement of our strategic goals and objectives.

**Strategic communications** involve SMDC's key leaders and endeavor to favorably shape and influence policy, resource and programmatic discussions and decisions that directly impact SMDC and its subordinate elements. An effective strategic communications campaign requires dedicating the people and time to ensure that the right message is delivered to the right audience at the right time and with the right effect.

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(objectives)

strategic planning & management process has focused on efforts. Execution is the time to roll up shirtsleeves. Action plans are the vehicle we use to plan, monitor, align goals and objectives.

at and the command's strategic goals and objectives, align and focus resource allocation within SMDC. The with its ends (strategic goals and objectives).

Strategic planning is critical to the long-term viability of U.S. Army Space and Missile Defense Command. Collectively we developed this strategic plan, and collectively we will ensure its successful implementation. Our evolution as an organization will continue, and as we evolve, this plan will evolve. Ultimately our success depends on the long-term commitment of each member to our mission, vision, values, goals, and objectives. The Command's destiny is in our hands—I solicit your support and commitment to making U.S. Army Space and Missile Defense Command all it can be!

